# “The impact of administrative empowerment on organizational excellence in the Yemeni Customs Authority”

***Synopsis for Candidature to the Registration of Ph.D. Degree in the subject of Management under the School of Commerce and Management sciences***


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# I. Introduction

The concept of empowerment means giving workers powers and responsibilities, encouraging them to participate and take the initiative to adopt the appropriate decisions, giving them freedom and confidence to perform the work in their own way without direct intervention from the administration, mainly by closing relationship between the administration and staff, providing assistance that motivate them to participate in decision-making, and breaking internal administrative and organizational inflexibility between the administration and staff, which makes attention to the principle of empowerment of staff a key element to the success of organizations. Hence, this study aims to investigate the effect of empowerment on administrative creativity, as well as elucidate the importance of empowerment in to create a developmental and creative environment copes with the age requirements, and able to achieve goals and meet aspirations.

Administrative empowerment plays a crucial role in enhancing employees' capacity to fulfill their responsibilities. It serves as a foundational element in shaping organizational strategies designed to address challenges and adapt to changes in both internal and external environments (Mohamdia, 2016). One of the key strategic objectives for organizations is to strengthen employees' sense of organizational commitment, which is widely recognized as a vital indicator for predicting various aspects of employee behavior, Abdeldayem et al., (2021). Among these behaviors, employee turnover stands out, as individuals with strong organizational commitment are more likely to remain with the organization for longer periods while contributing effectively to the achievement of its goals (Al-Suraihi et al., 2021).

Administrative empowerment involves granting employees greater authority, increasing their independence in performing tasks, developing their skills, and encouraging their involvement in decision-making processes (Thomas & Velthouse, 1990). This concept is generally characterized by several key elements, including authority delegation, participatory decision-making, employee training and development, open information sharing, and the provision of motivation and support (Bowen & Lawler, 1994). These components are designed to cultivate a work environment where employees feel empowered, appreciated, and aligned with the organization's objectives. When effectively

applied, administrative empowerment can shift traditional bureaucratic systems into more dynamic, adaptive, and performance-driven organizational cultures.

In the constantly evolving and often demanding landscape of public sector institutions, attaining organizational excellence has become a necessity rather than a mere option. Organizational excellence—characterized by the ongoing enhancement of performance at all organizational levels to ensure long-term success (EFQM, 2020)—is essential for enabling public institutions to fulfill stakeholder needs, provide high-quality services, and respond effectively to socio-economic shifts. Among the key drivers of excellence, administrative empowerment emerges as a vital element, significantly impacting institutional efficiency, employee engagement, and the capacity for innovation (Conger & Kanungo, 1988; Spreitzer, 1995).

Organizational excellence refers to an organization's proactive efforts to seize critical opportunities through well-structured strategic planning and a collective commitment to a unified vision, supported by adequate resources, a strong focus on performance, and a clear sense of purpose, (Al-Ayyoubi, 2015; Al-Omari, 2017). It also encompasses an organization's ability to achieve distinction by adopting globally recognized best practices in fulfilling its mission. This includes fostering strong, interactive relationships with clients and stakeholders, as well as assessing organization's strengths and weaknesses and understanding the dynamics of the external environment, (Mohamed et al., 2018).

This study is motivated by the urgent need to revitalize and modernize Yemeni customs authority through evidence-based administrative practices. Despite the recognized importance of administrative empowerment in driving performance in private and public organizations worldwide, there is a notable gap in research focusing on how administrative empowerment affects organizational excellence within the Yemeni public sector. Most studies in this field have been conducted in stable, developed countries, limiting their applicability to fragile and conflict-affected settings like Yemen.

The importance of this study lies in its potential to offer practical insights for policymakers and institutional leaders seeking to reform Yemen's customs authority. By identifying which dimensions of administrative empowerment have the most significant impact on

organizational excellence, the study can guide the development of targeted empowerment strategies that enhance institutional effectiveness. Additionally, this research can contribute to the broader literature on public sector reform in conflict-affected states by offering a contextualized analysis rooted in the realities of Yemeni institutions.

## II. Statement of the Problem

In an era of rapid globalization and technological advancements, organizational excellence has become a cornerstone for institutions aiming to maintain competitiveness, sustainability, and public trust. For public sector institutions such as the Yemeni customs authorities, achieving organizational excellence is not merely a strategic goal—it is a necessity in light of increasing pressures for transparency, efficiency, and effective service delivery. Despite the critical role of these institutions in supporting economic stability and national development, many continue to struggle with achieving optimal performance due to bureaucratic inefficiencies, lack of innovation, and limited staff motivation. These challenges underscore the importance of administrative empowerment as a strategic tool to enhance employee capabilities and organizational excellence.

Administrative empowerment—encompassing dimensions such as delegation of authority, teamwork, training, effective communication, and motivation—has been widely recognized as a driving force for fostering innovation, improving service quality, and enhancing organizational effectiveness (Spreitzer, 1995). By empowering employees, organizations can tap into a reservoir of untapped potential, foster a sense of ownership, and build a resilient workforce capable of adapting to changing organizational needs. In the context of Yemeni customs institutions, which operate in a complex environment affected by political instability, economic constraints, and institutional fragmentation, administrative empowerment becomes even more vital.

However, empirical studies investigating the link between administrative empowerment and organizational excellence in Yemeni public institutions, particularly within the customs sector, remain scarce. Most existing literature focuses on empowerment in corporate or Western government settings, creating a gap in understanding how empowerment strategies translate into performance gains in fragile and transitional contexts like Yemen. This lack

of contextual research poses a barrier to informed policy-making and hinders the development of customized administrative strategies that reflect local challenges and organizational culture.

The motivation behind this study stems from the critical need to identify internal, actionable levers that can improve organizational excellence in Yemeni customs institutions. Administrative empowerment represents a potentially low-cost, high-impact approach to drive institutional transformation from within. Furthermore, examining the effect of administrative empowerment on organizational excellence can help managers and policymakers design strategics that align human resources with strategic objectives, enhance service delivery, and rebuild public confidence in state institutions.

## III. Significance of the Study:

This study is significant for several key reasons, both theoretically and practically. At the theoretical level, it contributes to the existing body of knowledge on administrative empowerment and organizational excellence by exploring the relationship between these variables in a public sector context, particularly within a developing country such as Yemen. While much of the current literature focuses on private sector organizations or institutions in stable environments, this study addresses a critical gap by examining how administrative empowerment can serve as a strategic tool to drive excellence in a governmental institution operating under complex socio-political and economic challenges.

At the practical level, the findings of this study offer valuable insights for decision-makers and administrators within the Yemeni Customs Authority. By identifying the dimensions of administrative empowerment—such as delegation of authority, teamwork, training, effective communication, and motivation —and evaluating their influence on organizational excellence, the study provides actionable recommendations that can lead to improved performance, increased employee motivation, and better service delivery.

Furthermore, the study can serve as a guide for public sector reform efforts in Yemen and similar contexts, where empowering employees could be a key lever for institutional transformation.

## IV. Questions of the Study:

The central research question is:

- What impact does administrative empowerment have on organizational excellence in the Yemen Customs Authority?

This question encompasses a series of sub-questions:

1. What is the impact of delegation of authority on organizational excellence?
2. What is the impact of teamwork on organizational excellence?
3. What is the impact of training on organizational excellence?
4. What is the impact of effective communication on organizational excellence?
5. What is the impact of motivation on organizational excellence?

## V. Objectives of the Study:

This study aims to detect the importance of administrative empowerment and its impact on administrative empowerment have on organizational excellence in the Yemen Customs Authority, including the following targets:

1. To assess the administrative empowerment practiced and organizational excellence within the Yemeni Customs Authority.
2. To evaluate the relationship between delegation of authority and organizational excellence within the Yemeni Customs Authority.
3. To evaluate the impact of teamwork on achieving organizational excellence in the context of the Yemeni Customs Authority.
4. To evaluate the role of employee training in enhancing organizational excellence in the Yemeni Customs Authority.
5. To evaluate the impact of motivation on achieving organizational excellence in the context of the Yemeni Customs Authority.
6. To evaluate the influence of effective communication on the organizational excellence of the Yemeni Customs Authority.
7. Identifying Obstacles to Achieving the Dimensions of Administrative Empowerment and Organizational Excellence in the Yemeni Customs Authority.

## VI. Hypotheses of the Study:

**H01:** At the significance level (0.05), there is no statistically significant role for delegation of authority for the organizational excellence in the Yemen Customs Authority.

**H1:** At the significance level (0.05), there is statistically significant role for delegation of authority for the organizational excellence in the Yemen Customs Authority.

**H02:** At the significance level (0.05), there is no statistically significant role for teamwork for the organizational excellence in the Yemen Customs Authority.

**H2:** At the significance level (0.05), there is statistically significant role for teamwork for the organizational excellence in the Yemen Customs Authority.

**H03:** At the significance level (0.05), there is no statistically significant role for training for the organizational excellence in the Yemen Customs Authority.

**H3:** At the significance level (0.05), there is statistically significant role for training for the organizational excellence in the Yemen Customs Authority.

**H04:** At the significance level (0.05), there is no statistically significant role for effective communication for the organizational excellence in the Yemen Customs Authority.

**H4:** At the significance level (0.05), there is statistically significant role for effective communication for the organizational excellence in the Yemen Customs Authority.

**H05:** At the significance level (0.05), there is no statistically significant role for motivation for the organizational excellence in the Yemen Customs Authority.

**H5:** At the significance level (0.05), there is statistically significant role for motivation for the organizational excellence in the Yemen Customs Authority.

## VII. Scope of the Study

To study the impact of administrative empowerment on organizational excellence in the Yemeni Customs Authority, the researcher will select groups of employees working in Customs Authority sector, particularly in Al-Maharah, the research will further analyse whether exposure to administrative empowerment influences organizational excellence and to what extent.

The study will also help to analyses to what extent the of the administrative empowerment influences the organizational excellence to build a good reputation and how these institutions are using these administrative empowerments to strengthen organizational excellence, etc.

The study will investigate whether the use of administrative empowerment will place the institutions in a better position to capitalize on the organizational excellence. And if so, how.

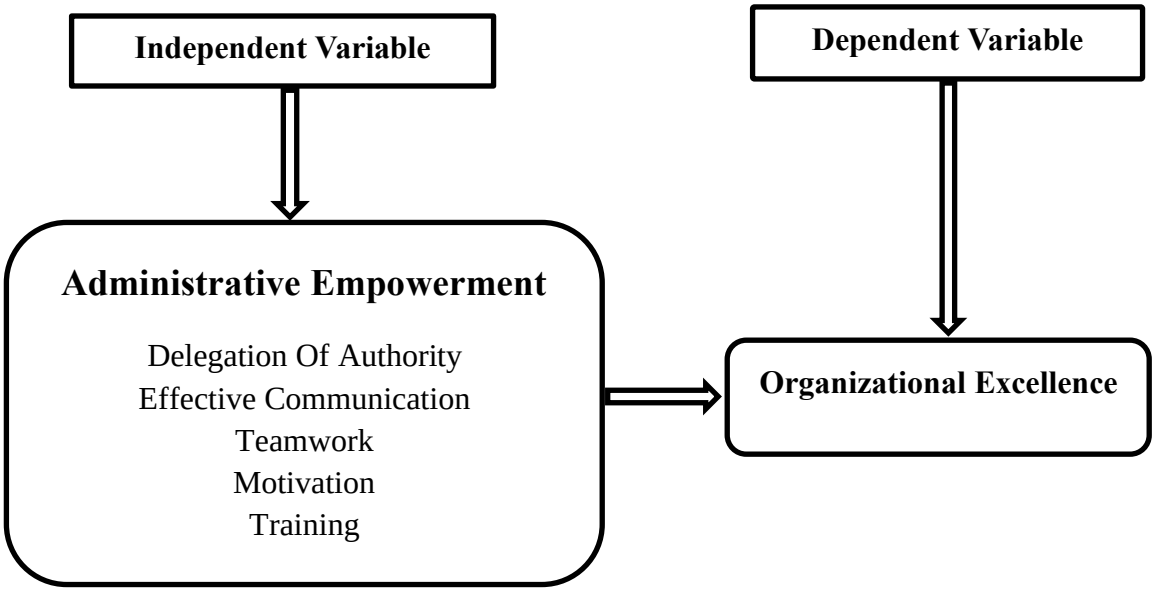
The research will also check the various analytical tools used for administrative empowerment measurement and measure the effectiveness of organizational excellence.

## VIII. Limitations of the Study:

There are many customs ports and outlets in Yemen, the study is limited to customs ports and outlets in State of Al-Maharah, there are three customs ports and outlets. However, it would have been more meaningful if all customs ports and outlets were taken up for study. Limitation is of time, money and physical limitation.

## IX. Conceptual Model:

Fig : Conceptual model




## X. Research Methodology

The researcher will analytical, descriptive, and inductive approaches were use. These methods were used to describe the phenomenon under investigation, analyze the data, and explore the relationships between its components, the perspectives surrounding it, and the resulting influences. Consequently, the study utilized two methods to gather the required data:

**a) Primary source of data**: will be collected from employees working in Customs Authority sector through designing a questionnaire that contains four sections: Demographic data, dimensions of administrative empowerment, organizational excellence, and Obstacles of Administrative Empowerment and Organizational Excellence

**b) Secondary data:** will be collected from books, journals, articles newspaper, Magazine, Research etc.

**c) Study Population:** All employees working in Customs Authority sector. The population will be counted by the researcher to employees working in Customs Authority sector.

**d)Sampling of the Study:** The researcher will be using a quantitative survey-based approach, utilizing primary data will be collect from all employees working in Customs Authority sector, particularly in Al-Maharah. This state will be selected as it serves as has three customs ports.

The researcher will be depended the formula developed by Krejcie and Morgan (1970), as illustrated below to determine of sampling of the size study.

$$n = \frac{x^2 NP(1-P)}{e^2(N-1) + x^2 p(1-p)}$$

Here, $x^2$ represents the Chi-square table value for one degree of freedom, ***N*** denotes the population size, ***P*** stands for the population proportion, and ***e*** indicates the desired level of accuracy.

**E) Statistical tools & Technique to be Used:**

The data will be analyzed by the following statistic programs:

SPSS, and Smar PLS statistical program to analyze the data.

Researcher will use the following tests to analyses the data obtained.

1. Graph and Chart will be used for Presentation

2. Percentage Analysis and Ratio Analysis and Different Statistical tools

will be used

3. T-Test.

4. ANOVA Analysis.

5. Correlation and Regression analysis as per requirement.

6. SEM and Factor Analysis.

## XI. Chapter Scheme of the Study:

**Chapter I Introduction.**

**Chapter II Theoretical Background.**

**Chapter III Literature Review & Hypotheses Development.**

**Chapter IV Research Methodology.**

**Chapter V Data Analysis and Interpretation.**

**Chapter VI Findings, Conclusions and Suggestions.**

**Bibliography.**

**Appendices.**

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